Creating a Relational Playbook for Cardiology Teams to Enhance Employee Well-Being and Veteran Care

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VA HSR&D | QUERI 2023 NATIONAL MEETING

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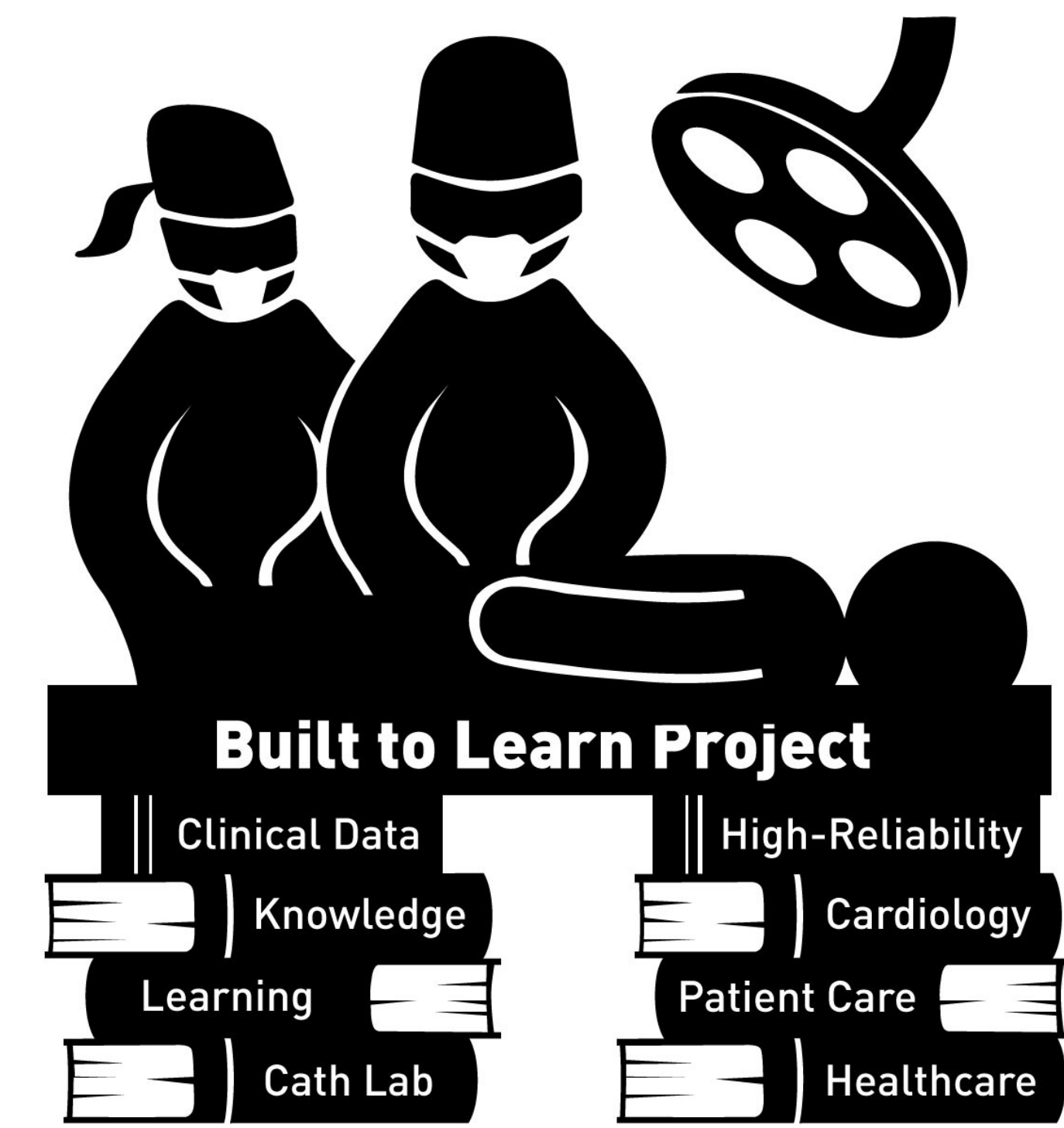
Objectives

The VA is shifting to become a learning health system and high reliability organization (LHS-HRO)

Supportive learning environments are fundamental to LHR-HROs – they empower teams to trial, adapt, and adopt innovations while using highly reliable practices (e.g., debriefs) to ensure patient safety

Research gap: It is unknown if supportive learning environments exist in the VA and what strategies create this environment within clinical teams

Objective: To identify supportive learning environments, learn how they are created, and the impact on staff engagement, retention, and safety climate.

Goal: Create user-friendly training tools to spread LHS-HRO best practices across clinical settings.

Built to Learn Project

Clinical Data | High-Reliability
Knowledge | Cardiology
Learning | Patient Care
Cath Lab | Healthcare

Methods

Survey: The Learning Environment Survey was administered to staff at the 81 VA Cardiac Catheterization Labs in 2018 and 2020

Modeling: Linear regression and Bayesian models:
- Ranked high, mid, and low cath labs
- Identified relationships between learning environments and employee engagement, retention, and safety climate

Interviews: Management and staff from high and mid-ranking cath labs were asked about LHS-HRO best practices

Literature review: Positive psychology, appreciative inquiry, servant leadership, relational coordination, teamwork, VA Whole Health & Clinical Team Training

Relational Playbook: Designed as single source for LHS-HRO best practices used by cath labs and supported in the literature

Expert Review Panel: Rate acceptability, appropriateness & feasibility of Playbook


Learning Environment Survey

Results

Survey: The 2018 (n=296) and 2020 (n=231) surveys identified national and cath lab level variation in learning environments.

Modeling: Supportive learning environments were associated with higher employee engagement, retention, and safety climate

Interviews: (n:13) LHS-HRO best practices to build supportive learning environment include:
- *Create a positive culture*
- *Purposely build a team*
- *Lead the team*
- *Create joy in work*
- *Communicate effectively and use high reliability practices*
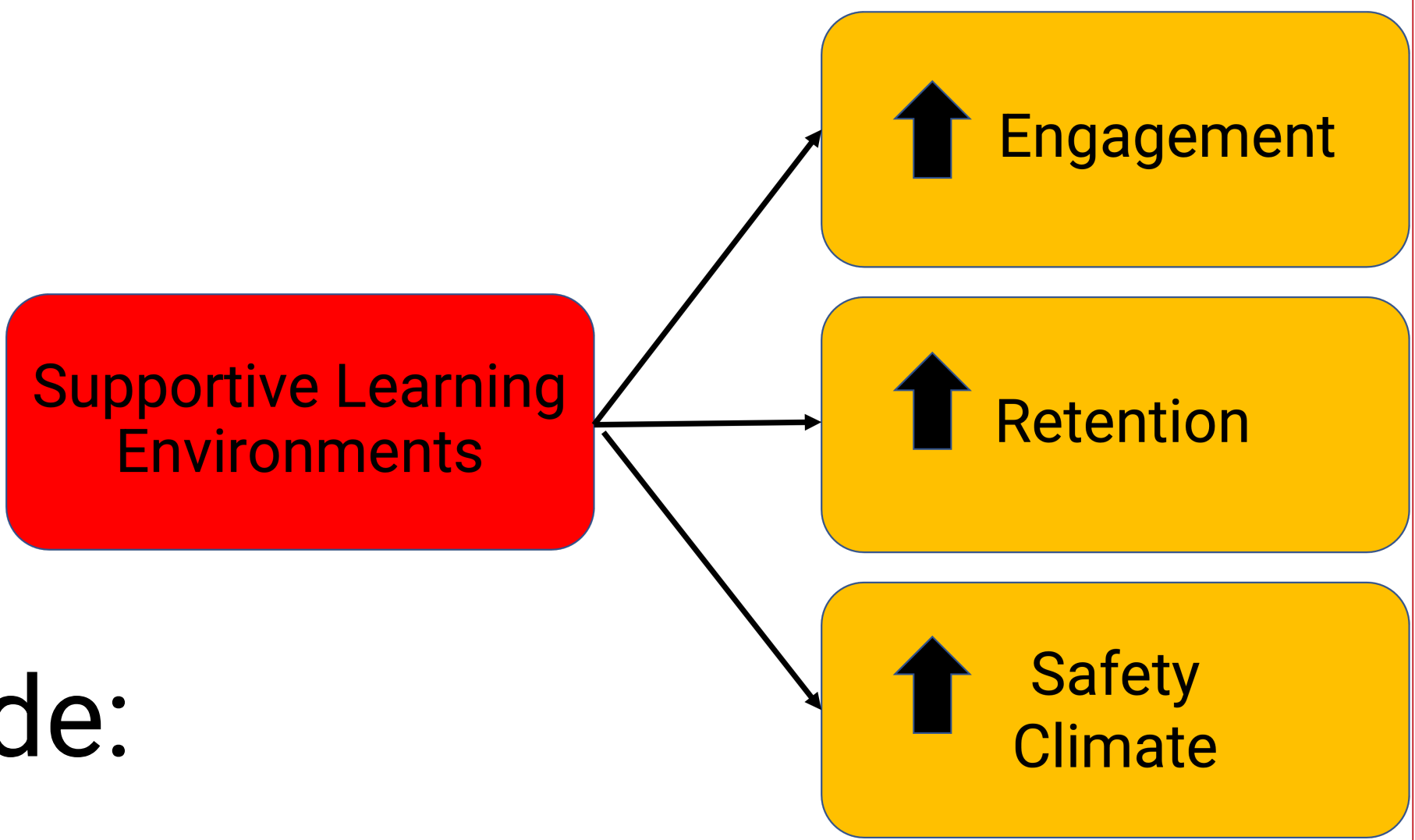
Relational Playbook for Cardiology Teams: 5-chapter eBook with resources and 50 research-based practices for managers, educators & staff to integrate into existing trainings or meetings
- *Gratitude practices*
- *Walk in my shoes exercise*
- *Humble inquiry questions*
- *Active listening approach*

Expert Review Panel Ratings: High acceptability (4.37/5), appropriateness (4.28/5) and feasibility (3.94/5)

Supportive Learning Environments → ⬆ Engagement / ⬆ Retention / ⬆ Safety Climate

Discussion

The Relational Playbook contributes to the VA's LHS-HRO journey by providing clinical teams with simple, research-based practices to change their culture toward learning and high reliability.

The Playbook practices can **enhance employee well-being, retention, and Veteran safety.**

To learn more about Playbook implementation scan QR code or contact Dr. Gilmartin @ Heather.Gilmartin@va.gov